

BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. 554-5184  
Fax No. 554-5163  
TDD/TTY No. 554-5227

## MEMORANDUM

### RULES COMMITTEE

#### SAN FRANCISCO BOARD OF SUPERVISORS

TO: Supervisor Aaron Peskin, Chair  
Rules Committee

FROM: Victor Young, Assistant Clerk *Victor Young*

DATE: March 22, 2021

SUBJECT: **COMMITTEE REPORT, BOARD MEETING**  
Tuesday, March 23, 2021

The following file should be presented as a **COMMITTEE REPORT** at the Board Meeting on Tuesday, March 23, 2021. This item was acted upon at the Rules Committee Meeting on Monday, March 22, 2021, at 10:00 a.m., by the votes indicated.

#### **Item No. 27 File No. 210257**

[Mayoral Nomination of Appointment, Human Resources Director - Carol Isen]

Motion approving the Mayor's nomination of appointment of Carol Isen as the Human Resources Director of the City and County of San Francisco, pursuant to Charter, Section 10.103.

#### RECOMMENDED AS COMMITTEE REPORT

Vote: Supervisor Rafael Mandelman - Aye  
Supervisor Connie Chan - Aye  
Supervisor Aaron Peskin - Aye

c: Board of Supervisors  
Angela Calvillo, Clerk of the Board  
Alisa Somera, Legislative Deputy Director  
Anne Pearson, Deputy City Attorney

File No. 21 0257

Committee Item No. 3

Board Item No. \_\_\_\_\_

# COMMITTEE/BOARD OF SUPERVISORS

## AGENDA PACKET CONTENTS LIST

Committee: Rules Committee

Date March 22, 2021

Board of Supervisors Meeting

Date \_\_\_\_\_

### Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
- Youth Commission Report
- Introduction Form
- Department/Agency Cover Letter and/or Report
- Memorandum of Understanding (MOU)
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Form 126 - Ethics Commission
- Award Letter
- Application
- Form 700
- Vacancy Notice
- Information Sheet
- Public Correspondence

### OTHER (Use back side if additional space is needed)

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Completed by: Victor Young Date March 18, 2021

Completed by: \_\_\_\_\_ Date \_\_\_\_\_

1 [Mayoral Nomination of Appointment, Human Resources Director - Carol Isen]

2

3 **Motion approving the Mayor’s nomination of appointment of Carol Isen as the Human**  
4 **Resources Director of the City and County of San Francisco, pursuant to Charter,**  
5 **Section 10.103.**

6

7 WHEREAS, Pursuant to Charter, Section 10.103, the Human Resources Director shall  
8 be selected by the Mayor from candidates nominated by the Civil Service Commission, and  
9 confirmed by the Board of Supervisors; and

10 WHEREAS, On September 25, 2020, Mayor London N. Breed announced that Carol  
11 Isen would serve as Acting Director of Human Resources beginning in October 2020, while  
12 the search for the permanent position holder was undertaken by the Civil Service  
13 Commission; and

14 WHEREAS, On March 12, 2021, the Declaration required by Charter, Section 10.103,  
15 was filed with the Office of the County Clerk, a copy of which is contained in Board of  
16 Supervisors File No. 210257; and

17 WHERAS, On March 9, 2021, Mayor London Breed submitted a communication  
18 notifying the Board of Supervisors of the nomination of appointment of Carol Isen as the  
19 Human Resources Director, and confirming that she meets the Charter mandated  
20 requirements by possessing more than ten years professional experience in personnel,  
21 human resources management, labor or employee relations, at least five years of which must  
22 be in federal, state or local governmental personnel management, , a copy of which is  
23 contained in Board of Supervisors File No. 210257; and

24 WHEREAS, The Board of Supervisors wishes to confirm the appointment of Carol Isen  
25 as the Human Resources Director; now, therefore, be it

1            MOVED, That the Board of Supervisors hereby approves the Mayor's nomination of  
2 appointment of Carol Isen as the Human Resources Director for the City and County of San  
3 Francisco.

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OFFICE OF THE MAYOR  
SAN FRANCISCO



LONDON N. BREED  
MAYOR

March 9, 2021

Angela Calvillo  
Clerk of the Board, Board of Supervisors  
San Francisco City Hall  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Dear Ms. Calvillo,

Pursuant to Section 10.103 of the Charter of the City and County of San Francisco, I hereby nominate Carol Isen for the position of Human Resources Director. Ms. Isen meets the Charter mandated minimum qualifications for the position by possessing more than ten years of professional experience in personnel, human resources management, and/or labor or employee relations, more than five years of which has been in local government personnel management.

Should you have any questions related to this nomination, please contact Sophia Kittler at [Sophia.kittler@sfgov.org](mailto:Sophia.kittler@sfgov.org).

Sincerely,

A handwritten signature in blue ink that reads "London Breed".

London N. Breed  
Mayor, City and County of San Francisco



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## Statement of Qualifications

Executive-level labor relations and human resources practitioner; recognized leader in those fields among employers, elected officials, unions and community organizations. Strategic thinker, consensus builder, and effective administrator and communicator. Extensive California local government work experience, with broad expertise in the following practice areas:

Merit-Based Employment Systems ~ Collective Bargaining & Contract Administration  
Multi-Party & Coordinated Negotiations ~ Statutory Employment Obligations  
Benefits Programs ~ Strategy Development & Implementation ~ Mediation & Arbitration  
Project Labor/Stabilization Agreements ~ Workforce Development & Small Business Inclusion  
Community Consensus Planning & Implementation

## Positions Held, Responsibilities & Accomplishments

### **Acting Human Resources Director, October 2020 - Present** **Department of Human Resources (DHR), City & County of San Francisco**

Assumed responsibilities on October 12, 2020, providing oversight and direction for all DHR core functions. Stabilized and supported DHR staff and operations after the retirement of the prior long-term Director, and immediately addressed high-profile issues facing DHR. Accomplishment include:

- **EEO Investigatory Practices Review.** Devised plan for independent and comprehensive review of the City's Equal Employment Opportunities (EEO) policies and procedures. The plan, announced by Mayor London Breed on November 2, 2020 is intended to restore confidence and trust in DHR's EEO complaint process.
- **Controller's Work Processes Audit.** Arranged for independent examination by the Controller's Office of the EEO Division's internal systems, controls and workflow, to ensure robust business processes providing necessary oversight and accountability in the Division.
- **DHR Administration.** Initiated Department-wide assessment of DHR's resources and organizational needs; taking immediate steps to support staff morale including conducting initial orientation meetings with each work group; participating in various employee engagement activities such DHR's adaptation

of the Michigan League for Public Policy Institute's 21-Day Racial Equity Challenge; laying groundwork for expanding engagement and consultation with large City Departments. Seamlessly assumed duties of the positions, such as: DHR Director duties for the Civil Service Commission, providing human resources consultation and support to the Mayor's Office, Departments, and the City's COVID-19 response efforts.

**Employee Relations Director, July 2017 – September 2020**  
**Department of Human Resources, City & County of San Francisco**

Responsible for City-wide labor relations. Accomplishments include:

- **Successor Labor Agreements, 2018 and 2019.** Led negotiations on successor memoranda of understanding (MOUs) in 2018 (police and fire) and 2019 (all miscellaneous and sheriff). Worked closely with the Mayor, Controller, and Human Resources Director on bargaining objectives and strategy, and successfully implemented the Mayor's labor direction. Led effort to establish economic settlement pattern, resulting in agreement or award of standard wage increases across City employment.
- **COVID-19 Response.** Led labor discussions since March 2020 declaration of Local Emergency resulting from the COVID-19 pandemic. Secured tentative agreements with unions representing sworn police and fire department employees to delay scheduled wage increases for FY 2020-2021 and extend the MOUs to June 30, 2023. Managed and lead meet and confer with City union to effectuate changes in working conditions, leave policies, emergency response staffing issues, and health and safety rules during pandemic response.
- **Board of Supervisors' Initiatives.** Conducted and/or oversaw meet and confer with all affected labor organizations legislation and Charter Amendments, including Mental Health SF, Police Minimum Staffing, Sheriff Oversight, and Telematic Vehicle Tracking Systems for Law Enforcement Vehicles.
- **Union Access to New Employees.** Developed and negotiated a City-wide Access to New Employees Program to comply with a new State mandate (Government Code Sections 3555-3559); coordinated with operating departments to successfully implement the Program.
- **Supreme Court Agency Fee Decision.** Worked collaboratively with City unions and the Controller's Office to promptly amend MOU agency shop provisions after U.S. Supreme Court ruled agency fees unconstitutional (*Janus*).
- **Project Labor Agreement.** At the request of the City Administrator, provided negotiations and informal mediation services in negotiating a PLA with the San Francisco Building and Construction Trades Council, to resolve multiple issues stalemated after six months of intensive negotiations.
- **Police Discipline Administrative Appeals.** Served as Chief Negotiator on a new Police Commission policy to provide legally required administrative appeals of police discipline. The final policy provides a deferential standard of review of Police Commission discipline decisions, not the de novo hearing or binding arbitration procedures sought by the San Francisco Police Officers' Association.

- **In-Home Support Services Labor Agreement.** Provided strategic direction and served as Lead Negotiator for successor agreement between the San Francisco In-Home Support Services Public Authority and SEIU Local 2015, representing approximately 20,000 home care workers in San Francisco County, resulting in complete re-write of the labor agreement. Worked in close coordination with the Human Services Agency, the Public Authority, and the Mayor's Office for the adoption of the successor agreement.
- **Housing Authority Employees Job Retention.** Assisted the Mayor's Office, San Francisco Housing Authority, and City's Department of Human Resources in labor and employment relations associated with pending closure of certain Housing Authority functions. Worked closely with City and union leaders to support opportunities for City employment to Housing Authority employees.
- **Sheriff's Labor Relations.** Led Sheriff's Office negotiations over MOU negotiations, disputes over application of MOU provisions, once-in-a-generation updates of Departmental policies, and labor issues arising from interdepartmental agreements such as the one reached with the Department of Police Accountability to conduct discipline investigations.

**Chief Labor Relations Officer, 2014 - 2017**  
**San Francisco Bay Area Rapid Transit**

Recruited by the General Manager to rebuild the District's labor relations in the wake of a contentious four-day strike in 2013. Accomplishments include:

- Led three-year effort to restore harmonious labor relations. Devised and led a joint labor-management, multi-day conference consisting of educational and discussion sessions led by labor educators, mediators, attorneys and arbitrators. Led 30-day, small scale negotiations between the General Manager and all unions resulting in five-year contract extensions, which were widely viewed as modest but reasonable agreements. Successfully renegotiated labor agreements covering BART Police.
- Assumed lead negotiator role over stalled negotiations for a system-wide Project Labor Agreement between BART and the four Building and Construction Trades Councils within the service territory.
- Supported Executive Leadership staff's efforts to advance a system-wide \$3.5 billion bond measure needed for deferred maintenance, new train car purchases and major capital projects.
- Rebuilt BART's Labor Relations functions, recruited and trained a high-functioning team, and strengthened relationships with other aspects of human resources management including hiring, promotions, classification and compensation, benefits programs, health and safety and workers' compensation administration.



**Director, Labor Relations and Community Programs, 2003 - 2014**  
**San Francisco Public Utilities Commission, City & County of San Francisco**

- Established the Labor Relations and Community Programs practice area within the newly formed SFPUC Infrastructure Division.
- Served as Chief Negotiator for ground-breaking, multi-county Water System Capital Improvement Construction Program Project Labor Agreement (WISPLA), covering all construction on the \$4.6 billion capital program to replace, renovate and restore local and regional water infrastructure. Negotiated program and project management, planning, environmental review and engineering staffing plans. Devised and negotiated the system-wide Jobs and Opportunities Program; secured participation of key collaborators in labor, apprenticeship and community partners in four counties. Facilitated recruitment of candidates referred from community-based organizations to apprenticeship opportunities for WSIP programs. Devised and led the effort to provide opportunities to small businesses; created and recruited founding members to the SFPUC General Manager's Small Firm Advisory Committee to enlist regional small businesses in bidding for and performing work on WISP projects located outside of San Francisco.
- Served as founding project manager for SFPUC's Youth Employment initiative, resulting in seasonal and year-round horticultural training and employment for 500+ disadvantaged youth and young adults.

**Associate Director, 1984 - 2003**  
**Professional & Technical Engineers, Local 21**

- Directed and oversaw growth and transformation of approximately 500 member, San Francisco-based employee group to multi-jurisdictional labor organization representing approximately 8,000 local government professional, managerial, administrative and technical employees.
- Designed and led bargaining programs, policy initiatives, organizing campaigns, legislative programs, and training and leadership development in cities, counties and special districts throughout the San Francisco Bay Area.
- Supervised professional and administrative staff and consultants including attorneys, economists, publicists, and educators.
- Appeared regularly before the Civil Service Commission advocating enforcement of San Francisco Charter provisions on merit-based employment.
- Designed and implemented practice area on critical analysis and advocacy on limiting use of consultants for purposes contemplated by the Charter.
- Participated in drafting and negotiating numerous Charter amendments, including several ground-breaking initiatives in the 1990s (e.g. creation of the Department of Human Resources, replacement of the survey-based salary setting process with time and scope-limited collective bargaining and tripartite interest arbitration provisions, disciplinary procedures).
- Served as Lead Organizer for membership and issues campaigns in local government jurisdictions including San Francisco, Oakland, Alameda County,

Richmond, East Bay Municipal Utilities District, Contra Costa Water District, Port of Oakland, Golden Gate Bridge, Highway and Transportation District, Berkeley Unified School District, Santa Clara Valley Transportation District.

- Chief Negotiator for several initial collective bargaining agreements following successful organizing campaigns.
- Represented Western Region affiliates as elected member of the national Union and Alameda County Labor Council Executive Boards.

## **Education**

### **Bachelor Arts, Interdisciplinary Social Sciences**

University of Michigan Residential College, Ann Arbor, MI

### **Master of City Planning**

University of California at Berkeley, Department of City & Regional Planning

**Graduate** Harvard Trade Union Program

**STATEMENT OF ECONOMIC INTERESTS**  
**COVER PAGE**

Date Initial Filing Received

Filing Official Use Only

 E-Filed  
 02/16/2021  
 14:52:59

 Filing ID:  
 197830051

Please type or print in ink.

NAME OF FILER	(LAST)	(FIRST)	(MIDDLE)
Isen, Carol			

**1. Office, Agency, or Court**

Agency Name (Do not use acronyms)

City and County of San Francisco

Division, Board, Department, District, if applicable

Your Position

Human Resources Department of

Acting Director

► If filing for multiple positions, list below or on an attachment. (Do not use acronyms)

Agency: \_\_\_\_\_ Position: \_\_\_\_\_

**2. Jurisdiction of Office (Check at least one box)** State Judge, Retired Judge, Pro Tem Judge, or Court Commissioner  
(Statewide Jurisdiction) Multi-County \_\_\_\_\_ County of San Francisco City of San Francisco Other \_\_\_\_\_**3. Type of Statement (Check at least one box)** **Annual:** The period covered is January 1, 2020 through  
December 31, 2020 **Leaving Office:** Date Left \_\_\_\_/\_\_\_\_/\_\_\_\_  
(Check one circle)

-or-

The period covered is \_\_\_\_/\_\_\_\_/\_\_\_\_, through  
December 31, 2020 The period covered is January 1, 2020 through the date of  
leaving office. **Assuming Office:** Date assumed 10 / 12 / 2020 The period covered is \_\_\_\_/\_\_\_\_/\_\_\_\_, through the date  
of leaving office. **Candidate:** Date of Election \_\_\_\_\_ and office sought, if different than Part 1: \_\_\_\_\_**4. Schedule Summary (must complete) ► Total number of pages including this cover page: 3****Schedules attached** **Schedule A-1 - Investments** – schedule attached **Schedule C - Income, Loans, & Business Positions** – schedule attached **Schedule A-2 - Investments** – schedule attached **Schedule D - Income – Gifts** – schedule attached **Schedule B - Real Property** – schedule attached **Schedule E - Income – Gifts – Travel Payments** – schedule attached

-or-

 **None - No reportable interests on any schedule****5. Verification**

MAILING ADDRESS	STREET	CITY	STATE	ZIP CODE
<i>(Business or Agency Address Recommended - Public Document)</i>				
		San Francisco	CA	94103

DAYTIME TELEPHONE NUMBER	E-MAIL ADDRESS
( )	

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information contained herein and in any attached schedules is true and complete. I acknowledge this is a public document.

I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Date Signed 02/16/2021  
(month, day, year)Signature Carol Isen  
(File the originally signed paper statement with your filing official.)

**SCHEDULE B**  
**Interests in Real Property**  
 (Including Rental Income)

▶ ASSESSOR'S PARCEL NUMBER OR STREET ADDRESS  
 2692 Hilgard Avenue  
 CITY  
 Berkeley

FAIR MARKET VALUE IF APPLICABLE, LIST DATE:  
 \$2,000 - \$10,000  
 \$10,001 - \$100,000  
 \$100,001 - \$1,000,000  
 Over \$1,000,000

ACQUIRED: \_\_\_/\_\_\_/20 DISPOSED: \_\_\_/\_\_\_/20

NATURE OF INTEREST  
 Ownership/Deed of Trust  Easement  
 Leasehold \_\_\_\_\_  \_\_\_\_\_  
 Yrs. remaining Other

IF RENTAL PROPERTY, GROSS INCOME RECEIVED  
 \$0 - \$499  \$500 - \$1,000  \$1,001 - \$10,000  
 \$10,001 - \$100,000  OVER \$100,000

SOURCES OF RENTAL INCOME: If you own a 10% or greater interest, list the name of each tenant that is a single source of income of \$10,000 or more.  
 None  
 Name(s) redacted

▶ ASSESSOR'S PARCEL NUMBER OR STREET ADDRESS  
 \_\_\_\_\_  
 CITY  
 \_\_\_\_\_

FAIR MARKET VALUE IF APPLICABLE, LIST DATE:  
 \$2,000 - \$10,000  
 \$10,001 - \$100,000  
 \$100,001 - \$1,000,000  
 Over \$1,000,000

ACQUIRED: \_\_\_/\_\_\_/20 DISPOSED: \_\_\_/\_\_\_/20

NATURE OF INTEREST  
 Ownership/Deed of Trust  Easement  
 Leasehold \_\_\_\_\_  \_\_\_\_\_  
 Yrs. remaining Other

IF RENTAL PROPERTY, GROSS INCOME RECEIVED  
 \$0 - \$499  \$500 - \$1,000  \$1,001 - \$10,000  
 \$10,001 - \$100,000  OVER \$100,000

SOURCES OF RENTAL INCOME: If you own a 10% or greater interest, list the name of each tenant that is a single source of income of \$10,000 or more.  
 None

\* You are not required to report loans from a commercial lending institution made in the lender's regular course of business on terms available to members of the public without regard to your official status. Personal loans and loans received not in a lender's regular course of business must be disclosed as follows:

NAME OF LENDER\*  
 \_\_\_\_\_  
 ADDRESS (Business Address Acceptable)  
 \_\_\_\_\_  
 BUSINESS ACTIVITY, IF ANY, OF LENDER  
 \_\_\_\_\_  
 INTEREST RATE TERM (Months/Years)  
 \_\_\_\_\_%  None \_\_\_\_\_  
 HIGHEST BALANCE DURING REPORTING PERIOD  
 \$500 - \$1,000  \$1,001 - \$10,000  
 \$10,001 - \$100,000  OVER \$100,000  
 Guarantor, if applicable

NAME OF LENDER\*  
 \_\_\_\_\_  
 ADDRESS (Business Address Acceptable)  
 \_\_\_\_\_  
 BUSINESS ACTIVITY, IF ANY, OF LENDER  
 \_\_\_\_\_  
 INTEREST RATE TERM (Months/Years)  
 \_\_\_\_\_%  None \_\_\_\_\_  
 HIGHEST BALANCE DURING REPORTING PERIOD  
 \$500 - \$1,000  \$1,001 - \$10,000  
 \$10,001 - \$100,000  OVER \$100,000  
 Guarantor, if applicable

Comments: \_\_\_\_\_

Additional Sources of Rental Income of \$10,000 or more for 2692 Hilgard Avenue

Name(s) redacted

BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. 554-5184  
Fax No. 554-5163  
TDD/TTY No. 554-5227

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MEMORANDUM

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Date: March 10, 2021  
To: Members, Board of Supervisors  
From: *ACC* Angela Calvillo, Clerk of the Board  
Subject: Mayor's Nomination of Appointment - Human Resources Director

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On March 9, 2021, the Mayor submitted the following complete nomination of appointment pursuant to Charter, Section 10.103.

This Department Head nomination is confirmed by a majority vote of the Board of Supervisors.

Nomination of Appointment:

- **Carol Isen** - Human Resources Director

The Office of the Clerk of the Board has opened a file for this nomination of appointment and will work with the Chair of the Rules Committee to schedule a duly noticed hearing.

Attachments:

- Mayoral Letter announcing Nomination of Appointment
- Resume
- Form 700

c: Aaron Peskin - Rules Committee Chair  
Alisa Somera - Legislative Deputy  
Victor Young - Rules Clerk  
Anne Pearson - Deputy City Attorney  
Sophia Kittler - Mayor's Legislative Liaison

**City and County of San Francisco**  
Carol Isen  
Human Resources Director (Acting)



**Department of Human Resources**  
*Connecting People with Purpose*  
[www.sfdhr.org](http://www.sfdhr.org)

Dear Mayor Breed and Members of the Board of Supervisors,

Pursuant to charter section 10.103 as I serve in the role of Acting Human Resources Director, I make the following declaration:

I am opposed to appointments to the public service as a reward for political activity and will execute the Office of Human Resources Director in the spirit of this declaration.

Sincerely,

Carol Isen  
Human Resources Director (Acting)



**FOR IMMEDIATE RELEASE:**

Friday, September 25, 2020

Contact: Mayor's Office of Communications, [mayorspressoffice@sfgov.org](mailto:mayorspressoffice@sfgov.org)

**\*\*\* PRESS RELEASE \*\*\***

**MAYOR LONDON BREED ANNOUNCES LEADERSHIP  
TRANSITION AT THE DEPARTMENT OF HUMAN  
RESOURCES**

*Human Resources Director Micki Callahan is retiring from City government, and Carol Isen will assume role of Acting Director*

**San Francisco, CA** — Mayor London N. Breed and Human Resources Director Micki Callahan today announced a transition plan when Director Callahan retires from City government in October after 15 years of service, 13 as the Human Resources Director and two as the Employee Relations Director. This follows on Director Callahan's previous announcement in June that she was planning to retire in October. Current Employee Relations Director, Carol Isen, will serve as Acting Director of Human Resources while a comprehensive search for the Human Resources Director position is being undertaken by the Civil Service Commission. Amalia Martinez, currently an Employee Relations Manager, will serve as Acting Employee Relations Director.

"Micki Callahan has been an invaluable leader and public servant for the City," said Mayor Breed. "San Francisco has been lucky to have her leadership during this most recent COVID crisis when our entire workforce has faced unprecedented uncertainty and challenges, as well as in the years going back to our last economic crisis when she led us through the Great Recession. Micki has spearheaded groundbreaking equity and social justice initiatives, and she has managed challenging negotiations and modernized our hiring system with a combination of determination and grace that has served our City well. I wish her all the best in her retirement."

"It has been a pleasure to serve the City and County of San Francisco for the last 15 years, and to work on many transformative initiatives such as pension reform, the implementation of implicit bias training, and our conviction history program," said Micki Callahan, Human Resources Director. "Carol Isen is an excellent choice to serve as Acting Human Resources Director and is well suited to work with all city departments, labor partners, and community stakeholders to continue to keep the San Francisco at the forefront of life-changing workforce policies."

In her 15 years at the Department of Human Resources, Director Callahan was responsible for administration of the City's civil service system and human resources programs, including labor relations, workers compensation, workforce development, equal employment opportunity, and recruitment and assessment. She led negotiations during the 2008 great recession, and she led the bargaining process for pension and retiree health reform twice, in 2007 and 2011 and played a critical role in ensuring that medical benefits remain affordable for active employees and their families. She also launched a multi-year, multi-faceted Hiring Modernization Program.





Director Callahan spearheaded several initiatives focused on equity and social justice. She led the “ban the box” efforts for City hiring in San Francisco through the creation of a nationally recognized Conviction History program, implemented the City-wide Gender Inclusion Policy, and expanded training opportunities, notably overseeing the development and recent major expansion of Implicit Bias training. Under her direction, San Francisco is now the first major employer in the State of California to provide electronic payments of Workers’ Compensation benefits.

Director Callahan has also served as San Francisco’s Employee Relations Director. Before joining City management, she worked at the State Mediation and Conciliation Service for 10 years, serving as the Supervisor of Conciliation from 2000 through 2005. Before she became a mediator, she spent 14 years working as a union representative. Callahan received her BA in Economics from the University of Massachusetts at Amherst.

Since 2017, Carol Isen has served in the capacity of Employee Relations Director for the City and County of San Francisco.

“I want to thank Carol for stepping up to lead at this critical time for our city,” said Mayor Breed. “Carol brings a tireless work ethic and decades of experience working with labor and city workers across different departments and regional agencies. She has a deep understanding of the role labor relations and Human Resources play in ensuring our workplaces are safe, fair, and create equitable work opportunities. I know she is focused on meeting our goals of increasing diversity and supporting equity, and I look forward to working with her in this important role.”

“At such a pivotal time for our city, I am honored and humbled to continue to serve the City and County of San Francisco as the Acting Human Resources Director,” said Carol Isen, Director of Employee Relations. “The Department of Human Resources is uniquely positioned to tackle the bold, aspirational and, achievable goals of building and embracing a more diverse and inclusive workforce in which our employees at all levels reflect our communities and where our differences are celebrated and valued. Achieving these goals will only improve the delivery of high-quality services to the thousands of San Francisco residents that we serve each day. I am looking forward to leading a department that is focused on these ideals and works in collaboration with community partners to achieve them.”

Ms. Isen has been involved in labor and employment advocacy and representation in San Francisco government since 1984. From 1984 to 2003, Ms. Isen was an organizer, negotiator and Associate Director for the International Federation of Professional and Technical Engineers (IFPTE), Local 21.

Ms. Isen previously served as the Director of Labor Relations and Community Programs for the San Francisco Public Utilities Commission and as Chief Labor Relations Officer for BART. She is widely considered an expert in the field of labor and industrial relations, had served as chief negotiator in many bay area public agencies, on the employer and union side, was the chief negotiator for several ground-breaking project labor agreements. She has a deep commitment to civil rights in the workplace, merit system employment and promoting community development



through job training and opportunities. She received her MA degree from the University of Michigan, Residential College, and her MA Degree from the University of California at Berkeley, Department of City and Regional Planning.

“Frontline public workers deserve fair and transparent leadership at the head of this important agency,” said Rudy Gonzalez, Executive Director of the San Francisco Labor Council. “Carol Isen’s appointment brings experience and credibility to this important post. We also appreciate that Ms. Isen’s appointment as an LGBTQ leader stands as a statement of inclusion and diversity for the City’s workforce.”

Amalia Martinez was an employee and labor relations lead at the University of California, Berkeley starting in 2017 until beginning her career with the City almost a year ago. She is a graduate of the University of Chicago and DePaul University College of Law. She has 11 years of experience in investigating claims of employment and housing discrimination for the Illinois Department of Human Rights. During that time, Ms. Martinez supervised a team of lawyers and handled a voluminous caseload. She was raised in Chicago along with her four siblings by a single mother.

The Department of Human Resources provides human resource services to approximately 60 city departments, with a total workforce of over 38,000 employees.

###



**FOR IMMEDIATE RELEASE:**

Tuesday, March 9, 2021

Contact: Mayor's Office of Communications, [mayorspressoffice@sfgov.org](mailto:mayorspressoffice@sfgov.org)

**\*\*\* PRESS RELEASE \*\*\***

**MAYOR LONDON BREED NOMINATES CAROL ISEN AS  
HUMAN RESOURCES DIRECTOR**

*Isen has served as Acting Director of the Department of Human Resources since October 2020 and has decades of experience in human resources and labor relations*

**San Francisco, CA** — Mayor London N. Breed today announced her nomination of Carol Isen to serve as the new Human Resources Director for the City and County of San Francisco. Isen's nomination to serve as Director follows a comprehensive search for the position. She will bring a wealth of experience and an established track record of success to the role and, if confirmed by the Board of Supervisors, would be the first openly LGBT individual to serve in the role of Human Resources Director in San Francisco.

Isen has served as Acting Director of the Department of Human Resources since October 2020, prior to which she served three years as Employee Relations Director. She previously served as Chief Labor Relations Director for San Francisco Bay Area Rapid Transit (BART) and also served for over a decade as Director of Labor Relations and Community Programs for the San Francisco Public Utilities Commission.

"Carol Isen is a capable and respected leader, and I believe she will make a great Human Resources Director for our city," said Mayor Breed. "Carol has helped us navigate some of the biggest challenges we've ever faced, working to keep our employees safe, helping activate Disaster Service Workers to serve our residents during this pandemic, and now, working with departments and unions to make sure eligible workers who have been on the frontlines can get vaccinated easily and conveniently. As we look ahead to our recovery and the challenges that are before us, I'm confident that Carol is the right person to lead the Department and that she will make sure our employees are supported and that we maintain a workforce that is diverse and inclusive."

Isen has an extensive and well-respected career in public service. In 2014, following her recruitment to BART, Isen led a 30-day, small scale negotiations between the BART General Manager and all non-safety unions resulting in a five-year contract extension, which were widely viewed as essential to full recovery from the 2013 BART strike. Most recently, in November 2020, Mayor Breed and Acting Director Isen announced a plan for an independent and comprehensive review of the City's Equal Employment Opportunities (EEO) policies and procedures. Recommendations from the review will support their shared vision to improve the employee experience by ensuring that employees are welcomed, respected, and supported, and that they have the opportunity to develop and advance professionally and build a career with the City.



“It has been an honor to serve as Acting Human Resources Director and will continue to be my honor to serve as the permanent director of the Department of Human Resources,” said Acting Director Carol Isen. “I am looking forward to working with the Mayor, Board of Supervisors, elected officials, department heads, our partners from organized labor and our employees and take the bold action necessary to grow our relationships with the community, expand our partnerships with departments and to ensure improved culture, fairness, consistency and excellence in human resources for all city employees.”

Acting Director Isen has been committed to cultivating a culture of respect, accountability, and belonging, as well as other structural changes that will create better transparency for EEO claims to better serve City employees. Throughout her career, Isen has been involved in labor and employment advocacy and representation in San Francisco government. From 1984 to 2003, she was an organizer, negotiator and Associate Director for the International Federation of Professional and Technical Engineers (IFPTE), Local 21.

“We are proud to work with Ms. Isen who has deep roots in the labor movement as the former Associate Director of IFPTE Local 21,” said Gus Vallejo, President IFPTE Local 21. “We are honored to be a part of her history and look forward to working with her to make our City stronger.”

“I want thank Mayor Breed for moving forward Ms. Isen’s appointment. She is honest, fair and a hard worker,” said Kim Tavaglione, Interim Executive Director of the San Francisco Labor Council. “We look forward to partnering with Ms. Isen on one of our top priorities—reforming EEO policies and processes to better serve employees. City workers deserve fair and transparent leadership at the head of this important agency, Carol Isen is that leader.”

Acting Director Isen has been deeply involved in transformative changes to the City’s governance and human resources structure, such as charter amendments creating the Department of Human Resources and establishing the City’s now long-standing and unique local rules governing collective bargaining. She has long displayed her commitment to civil rights in the workplace, merit system employment and promoting community development through job training and opportunities, as well as her support for transformative changes to how human resources works for employees to foster a modern merit-based employment system free of bias and nepotism.

“The Civil Service Commission carried out a rigorous process to identify excellent candidates to fill the role of Human Resources Director,” said Elizabeth Salveson, President of the Civil Service Commission. “Carol brings with her broad and deep experience in employee relations and a steadfast commitment to public service. The Commission looks forward to continuing to work with Carol to advance our shared goals of creating a fair, diverse, and inclusive workplace for all city employees.”

Isen is a graduate of University of Michigan Residential College and earned a Master of City Planning degree from University of California at Berkeley.

OFFICE OF THE MAYOR  
SAN FRANCISCO



LONDON N. BREED  
MAYOR

The Department of Human Resources provides human resource services to approximately 60 city departments, with a total workforce of over 38,000 employees. The Board of Supervisors is required to hold a hearing to confirm the appointment.

###

1 DR. CARLTON B. GOODLETT PLACE, ROOM 200  
SAN FRANCISCO, CALIFORNIA 94102-4681  
TELEPHONE: (415) 554-6141

Member, Board of Supervisors  
District 3



City and County of San Francisco

**AARON PESKIN**

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DATE: March 18, 2021

TO: Angela Calvillo  
Clerk of the Board of Supervisors

FROM: Supervisor Aaron Peskin, Chair, Rules Committee

RE: Rules Committee  
COMMITTEE REPORT

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Pursuant to Board Rule 4.20, as Chair of the Rules Committee, I have deemed the following matter is of an urgent nature and request it be considered by the full Board on Tuesday, March 23, 2021, as a Committee Report:

**210265 Amending Board Rules of Order - Creating New Rules for Individual Supervisor Appointments Without Reference to Committee and Direct Supervisor Appointments**

Motion amending the Rules of Order of the Board of Supervisors to create a new Rule 2.21.1 allowing for adoption without reference to Committee of appointments to subordinate bodies who are nominated by individual District Supervisors and subject to approval by the full Board, and a new Rule 2.21.2 clarifying the process for direct appointments to subordinate bodies by District Supervisors that are not subject to approval by the full Board of Supervisors.

**210257 Mayoral Nomination of Appointment, Human Resources Director - Carol Isen**

Motion approving the Mayor's nomination of appointment of Carol Isen as the Human Resources Director of the City and County of San Francisco, pursuant to Charter, Section 10.103.

This matter will be heard in the Rules Committee at a Regular Meeting on Monday, March 22, 2021, at 10:00 a.m.

*/s/ Aaron Peskin*



## CONFIRMATION OF CAROL ISEN AS HUMAN RESOURCES DIRECTOR FOR THE DEPARTMENT OF HUMAN RESOURCES

**SAN FRANCISCO  
BLACK EMPLOYEE  
ALLIANCE(BEA)**

Approximately two weeks ago, many of you heard from members of the Black Employees Alliance and Coalition Against Anti-Blackness regarding the upcoming confirmation hearing for Mayor Breed's nomination of acting DHR Director Carol Isen.

### **Leadership Team**

Jumoke Akin-Taylor  
Alisha Willis  
Demarris Evans  
Irella Blackwood  
Cheryl Taylor  
Kathy Broussard  
Jessica Brown  
Brenda Barros  
Dante King  
Madeline McMillian  
Nikki Mixon

The concerns expressed by many of the BEA members are reflective of the views of many Black employees throughout the City and County of San Francisco. We are sending this final letter to you to reinforce our position that we do not support the Mayor's nomination of Carol Isen becoming the next HR Director. As we expressed to the Civil Service Commission through the letter addressed to them in early January, the workforce deserves to have a competent Human Resources leader with in-depth HR experience in all areas of Human Resources Management (e.g., Worker's Compensation, EEO, Leaves, Performance Management, Recruitment, Workforce Development, etc.). Much of acting Director Isen's experience is limited to one aspect of public-sector Human Resources practice, Employee Relations. The limited experience noted here is reminiscent of our last HR Director, Margaret Callahan, and under her leadership, many other aspects of HR failed tremendously, including:

- Biased testing practices
- Over-enforcement of discipline and corrective actions to Black employees across every department,
- Wage/Merit inequities
- Involuntary attrition of Black employees
- Inability to develop holistic strategies to improve recruitment efforts to diversify City staff.

The list goes on.

If a HR leader does not possess generalist expertise in such areas, then how can there be any reasonable expectation or anticipation that these issues will change? And in these challenging times where racial disparities are plaguing San Francisco, and are primary societal concerns, Carol Isen's track record clearly demonstrates that she has no experience working through such challenging issues. Simply put she does not have the knowledge, skills, or abilities to manage or implement the changes needed for a workforce of over 38,000 employees. This will be a situation where she will be learning on the job, and the ramifications are the continued dismantling of Black employment, leading to the further demise of Black families.

Director Isen was the former head of Employee Relations, beginning in 2017, and is directly implicated in the exacerbation of discipline and corrective

action disparities. While she might assert that the DHR-Employee and Labor Relations division's oversight of the grievance process is limited (to the step 3 grievance process only; and/or lead on bargaining), that is a partial truth. As we know, DHR has tremendous influence on steering HR practices across all departments, per the Charter. **DHR has the authority to overrule any department at level 3 of the grievance process for every MOU.** In addition, during Director Isen's tenure, she could have developed specific policies, processes, practices, and systems to correct inconsistent, imbalanced, and unfair employment practices leading to inequitable applications of discipline and corrective actions. All of this was in Director Isen's control, and she allowed racist disciplinary actions to ensue in the form of terminations.

We have also learned that there may have been substantial bias in this recruitment process, as former DHR-Director Margaret (Micki) Callahan was responsible for writing the questions for this selection process. If this is true, then this means that this process was rigged in favor of ensuring Director Isen was elevated to the top of potential candidates; there was no such good faith effort in conducting a nationwide search; and that taxpayers' monies were spent on a process that did not need to occur – since Director Isen was set-up to be the candidate of choice the entire time. Please confirm in writing, through Alliance Resource Consulting and the Civil Service Commission that this was not the case.

Acting DHR Director Isen has yet to share any vision about how she plans to improve and/or influence the deficiencies existing across the City. She appeared almost aloof during the [Government Audit and Oversight Committee](#) meeting back in October. She was unprepared for that meeting (where she misstated, she had taken the management test battery, knowing that she has never taken the test), and she is unprepared to fulfill this role.

Again, if Director Isen is confirmed into this role by the Board of Supervisors, the issues plaguing San Francisco regarding inequitable workforce disparities and disparate treatment will not change. The future of workforce outcomes for the City, is in your hands.

Best,

Black Employees Alliance and Coalition Against Anti-Blackness





**From:** Callahan, Micki (HRD)  
**Sent:** Wednesday, April 26, 2017 4:21 PM  
**To:** MYR-ALL Department Heads  
**Cc:** DHR-Personnel Officers  
**Subject:** Employee Relations Director

Dear Colleagues:

It is with mixed emotions that I write to announce a change in the City's Employee Relations Director.

Last year we welcomed Suzanne Mason to the position, and under her steady leadership the Employee Relations Division of DHR added staff and was restructured to improve service to our department clients. Suzanne coordinated our Citywide 2017 Labor Project, which led to the successful two-year extension of all the City's expiring labor agreements. Unfortunately, Suzanne's family commitments have recently become incompatible with continued full-time employment in this important position. She has therefore tendered her resignation from the City, effective May 26, 2017.

While we are sorry to lose Suzanne so quickly, I am happy to report that an old friend and colleague will be stepping directly into her shoes. Carol Isen will be leaving her position as Chief Labor Relations Officer at BART to take the position of the City's Employee Relations Director, effective June 5, 2017. Carol has a long and accomplished career in public sector labor relations, including the benefit of many years of City service working directly with our labor partners. Carol has previously served as the City's chief negotiator for SEIU, the Crafts Coalition, and Stationary Engineers Local 39. She was awarded the 2016 "Moving Forward" award by the California Public Employers Labor Relations Association (CALPELRA) for her successful navigation of BART's many post-strike labor relations challenges, including a two year extension of its labor agreements.

Please join me in thanking Suzanne for her work for the City, and in welcoming Carol back into the City family.

Regards,



**Micki Callahan**  
**Human Resources Director**  
Department of Human Resources  
One South Van Ness Ave., 4<sup>th</sup> Floor  
San Francisco, CA 94103  
Phone: (415) 557-4845  
Website: [www.sfdhr.org](http://www.sfdhr.org)